



**U.S ADVISORY COMMISSION ON PUBLIC DIPLOMACY  
MEMORANDUM**

**TO:** ACPD COMMISSIONERS  
**FROM:** MATT ARMSTRONG  
**SUBJECT:** ACPD PRODUCTS FOR 2012  
**DATE:** 7 NOVEMBER 2011

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Today's communication environment is remarkable for its speed and, for a variety of reasons, a lack of in-depth understanding of critical issues as well as their causes and effects. The President, Secretary of State, the Congress, and the American public need and deserve informed, serious, and timely appraisal and recommendations of Government activities that intend to understand, inform, and influence. The agencies that formulate and execute these programs need honest analysis and smart discourse that build understanding of and support for these activities. The ACPD has been long charged with meeting both requirements. Below is how the ACPD will fulfill its mission for the remainder of 2011 and beyond.

The following are specific actions intended to aid ACPD meet the following objectives:

1. Appraise U.S. Government activities that intend to understand, inform, and influence foreign publics and offer actionable and relevant recommendations to increase their effectiveness.
2. Increase the support for and understanding of public diplomacy by the Congress, the foreign policy community, and the American public..
3. Develop, modify, and maintain a database of public diplomacy information in order to build a solid foundation for Commission Members, staff, and relevant communities of interest.
4. Establish and maintain an active dialogue to advance public diplomacy as a national priority.

The following deliverables are intended to achieve these strategic objectives:

**WRITTEN ENGAGEMENT**

1. **Commission Reports.** These reports are signed by all active Members of the Commission and are presented to Congress with actionable and specific recommendations for enhancing U.S. Government global engagement as well as public diplomacy's role in policy-making.

*Frequency:* 4 times a year

*Visibility:* Public, submitted to Congress, posted on ACPD website and social media and direct email to Congressional Members and staff, think tanks, media, academics, public diplomacy practitioners and other audiences relevant to the topic.

2. **Working Papers.** These reports are signed by at least one Commission Member and will be distributed publically to offer information, advice, and analysis to enhance US Government global engagement.

*Frequency:* 8 times a year (estimated)

*Visibility:* Public, posted on ACPD website and social media, plus direct email to Congressional staff, think tanks, media, academics, and public diplomacy practitioners.

3. **Staff Reports.** These reports are produced by the Commission staff and are not signed off by a Commission Member. They are objective and factual analysis with questions for further discussion. They do not include opinion or recommendations by staff. They are meant to provide a common foundation for future discussion and analysis of a topic.

*Frequency:* 8 times a year (estimated)

*Visibility:* internal, select distribution outside of ACPD through email

4. **Event Readouts/Topical Backgrounders.** Summary readouts of relevant think tank discussions, lectures, or conferences for the benefit of enhancing the knowledge and perspective of Commission Members. These reports adhere to the rules of the event with regard to attribution. Topical backgrounders focus on specific topics to increase specific knowledge.

*Frequency:* On demand / as required

*Visibility:* internal, limited distribution outside of ACPD by email

5. **Newsletter.** Bi-monthly update delivered on Fridays to Commissioners on Commission activities, upcoming events, and a selection of relevant news stories (typically around 6) and readouts from the prior two weeks.

*Frequency:* Every two weeks

*Visibility:* internal, distribution to Commission members and staff

## INTERACTIVE ENGAGEMENT

6. **Public Meetings.** Public and high-profile discussions with one or more invited speakers to increase knowledge and discourse between relevant communities of interest, subject matter experts, and the Commissioners. Required by the Federal Advisory Commission Act. Events are on the record, transcribed, webcasted if available, and widely disseminated. Staff produces a report on the analysis of the meeting.

*Frequency:* Six times a year

*2011 Topics:* Update on State's Framework on Public Diplomacy and an update from the BBG (May 2011); Impact of the Smith-Mundt Act on Public Diplomacy (July 2011); Role of the Bureau of Educational and Cultural Affairs in Foreign Policy (September 2011); and, the Role and Impact of Narratives in Foreign Policy (November 2011).

*Visibility:* Public, webcast when possible, on the record, transcript and staff report published online.

*Commissioner attendance:* Required. Public notice published in the Federal Register at least 20 days prior to the event.

7. **Think Tank Rotary (TTR).** Discussions held with and at think tanks on relevant and mutually agreed upon topics. These meetings are intended to increase the quality of discussion on public diplomacy and related activities within the broad community of interest.

*Frequency:* Quarterly

*Visibility:* Public, webcast when possible, on the record with transcript and staff report published

*Commissioner attendance:* Optional, Commissioners may attend and if so, a public notice in the Federal Register will be filed at least 20 days prior to the event.

8. **Congressional Roundtables.** Events convened on Capitol Hill to provide an off the record discussion for Congressional Members and staff and related organizations, such as GAO and CRS. Purpose is to provide open and frank discussion on topics Congress is interested in or the ACPD feels they should be more aware of.

*Frequency:* Quarterly

*Visibility:* For Members and staff of Congress and related Congressional organizations (CRS and GAO) only.

*Commissioner attendance:* No, focus is on Congress not ACPD Members. A public notice in the Federal Register will not be published.

9. **Social Media Engagement.** Active dissemination and engagement across multiple platforms, including Twitter, Facebook, LinkedIn, public ACPD website, internal State Department ACPD website, and others. This engagement is intended to foster open discussion and provide information to the many communities interested in U.S. Government activities that intend to understand, inform, and influence foreign publics. For example, at least once a week, ACPD staff will post questions on Twitter and Facebook on topics related to current or future ACPD events and reports and other related topics.

*Public sites:* [www.Twitter.com/pdcommission](http://www.Twitter.com/pdcommission)  
[www.Facebook.com/pdcommission](http://www.Facebook.com/pdcommission)  
[www.State.gov/pdcommission](http://www.State.gov/pdcommission)  
[www.Linkedin.com/groups/US-Advisory-Commission-on-Public-4143536/](http://www.Linkedin.com/groups/US-Advisory-Commission-on-Public-4143536/)

*Internal US Government site:* @Communities

## AUTHORITY

The authority for these activities may be found in both the legislation authorizing the ACPD and the ACPD Charter.

The Charter describes the duties as:

A) Formulates and recommends to the President, the Secretary of State, and Members of Congress policies and programs to carry out the public diplomacy functions vested in the State Department, Broadcasting Board of Governors and other government entities.

B) Appraises the effectiveness of the public diplomacy policies and programs carried out by government agencies.

C) Submits reports to the Congress, the President, and the Secretary of State on public diplomacy programs and activities. These reports, based on on-site assessments and interviews with relevant personnel, include recommendations by the Commission concerning the role of public diplomacy in policy-making. The Commission's reports also include assessments of the degree to which the scholarly integrity and nonpolitical charter of the educational and cultural exchange activities vested in the State Department have been maintained, and assessment of attitudes of foreign scholars and governments regarding such activities.

D) Submits other reports to the Congress as it deems appropriate.

E) Makes reports available to the public in the United States and abroad to develop a better understanding of and support for public diplomacy programs

The Legislation describes the duties as:

(1) The Commission shall formulate and recommend to the Director of the United States Information Agency, the Secretary of State, and the President policies and programs to carry out the functions vested in the Director or the Agency, and shall appraise the effectiveness of policies and programs of the Agency.

(2) The Commission shall submit to the Congress, the President, the Secretary of State, and the Director of the United States Information Agency annual reports on programs and activities carried out by the Agency, including appraisals, where feasible, as to the effectiveness of the several programs. The Commission shall also include in such reports such recommendations as shall have been made by the Commission to the Director for effectuating the purposes of the Agency, and the action taken to carry out such recommendations.

(3) The Commission may also submit such other reports to the Congress as it considers appropriate, and shall make reports to the public in the United States and abroad to develop a better understanding of and support for the programs conducted by the Agency.

(4) The Commission's reports to the Congress shall include assessments of the degree to which the scholarly integrity and nonpolitical character of the educational and cultural exchange activities vested in the Director of the United States Information Agency have been maintained, and assessments of the attitudes of foreign scholars and governments regarding such activities.

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*This memo was submitted to the ACPD Commissioners at the November 10, 2011, business meeting. The Commissioners accepted this recommendation.*

/s/ Matt Armstrong, Executive Director